AOTS 60th Anniversary Commemorative Symposium Keynote Speech

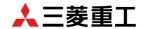
An industry perspective on co-creation and co-existence between Japanese and foreign people

Chairman, Japan Machinery Federation Senior Executive Advisor, Mitsubishi Heavy Industries, Ltd.

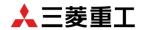
Hideaki Omiya

July 31, 2019

三菱重工業株式会社



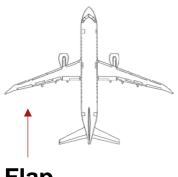
MHI and AOTS



- Received 1,103 trainees from 10 countries
- Dispatched experts to 12 countries
- MHI received 45 trainees and dispatched experts when it first opened MHI Aerospace Vietnam Co., Ltd. for final assembly of the flaps on the main wing of the Boeing 737.



Factory



Flap



Flap

Bilateral exchange of human resources

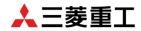


- Foreign nationals in Japan: 2.73 million people (+170,000 people, +6.6%)
 - → More than the population of Kyoto Prefecture (2.59 million people)
- Foreign national workers: 1.46 million people (+180,000 people, +14.2%)
- Japanese expatriates: 1.35 million people (+13,000 people, +1%)

All new records

*Figures are of the end of 2018 and year-on-year increase

Overview of the Japan Machinery Federation

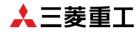


Established in 1952 as a comprehensive national organization for the machinery industry

Main activities

- (1) Establish and implement policies to promote the machinery industry
- (2) Represent the general views of the machinery industry to the Diet, government officials and other authorities through reports and other means
- (3) Cooperate with the government on administrative policies concerning the machinery industry
- (4) Engage in studies and surveys related to the machinery industry
- Collaborates with and supports the activities of the Robot Revolution Initiative (RRI)

Overview of the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)



- Human resources development organization that promotes technical collaboration in the form of training industry workers in developing countries and dispatching experts from Japan
- Changed its English name in 2017 to continue using the well-known AOTS brand
- 60 years of experience

▶Participants of Training Program	
(in Japan and overseas)	399,000

➤ Experts dispatched 9,700

≻Interns 1,300

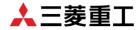
Responses to environmental changes



■ Developing countries changing from low-cost **production bases** to **markets**

■With an increase in capabilities and outstanding workers at companies in developing countries, Japan and the developing countries have become **equal partners**, and the relationships have evolved into those of **co-existence**

Summary: Co-creation and co-existence



- Increase in the number of opportunities for co-creation and co-existence between Japanese people and people from other countries, in the form of intra-company transfers, training, technical internships, employment, study abroad, and other activities
- As a model developed country, Japan will launch industry-academic-government collaborations and contribute to global society
- The AOTS spirit of living and growing together will be ever more important as we head into the future

MOVE THE WORLD FORW>RD

MITSUBISHI HEAVY INDUSTRIES GROUP